

**AGENDA
OURAY CITY COUNCIL**

Monday, July 1, 2024 - 6:00 PM

**Ouray Community Center
320 6th Ave
Ouray, CO 81427**

VIRTUAL OPTION - <https://zoom.us/j/9349389230>

Meeting ID: 934 938 9230 Passcode: 491878 Or dial: 408 638 0968 or 669 900 6833

Ouray City Council Regular Meeting

- Changes to this agenda can be found on the bulletin board at City Hall
- Electronic copies of the Council Packet are available on the City website at www.cityofouray.com. A hard copy of the Packet is also available at the Administrative Office for interested citizens.
- Notice is hereby given that a majority or quorum of the Planning Commission, Ouray Economic Development Committee, Beautification Committee, Tourism Advisory Committee, Main Streets Committee, and/or Parks and Recreation Committee may be present at the above noticed City Council meeting to discuss any or all of the matters on the agenda below for Council consideration

1. CALL TO ORDER
2. ROLL CALL
3. Consideration of a Request from Mayor Ethan Funk to Participate in this Meeting Remotely, per Resolution 4, Series 2022 - Remote Participation Policy for Council Members
4. PLEDGE OF ALLEGIANCE
5. CITIZENS' COMMUNICATION
6. CITY COUNCIL REPORTS/INFORMATION - Tamara Gulde, Peggy Lindsey, Michael Underwood, Josh Smith, and Ethan Funk
7. DEPARTMENT REPORTS
 - a. City Administrator
 - b. Acting Police Chief
 - c. Fire Chief
 - d. Public Works Director
 - e. Parks and Recreation Department
 - f. Tourism and Destination Marketing Director
8. ACTION ITEMS
 - a. Agreement with KRW Associates for Recruitment Services for the Police Chief Position
 - b. Resolution 10, Series 2024 - Increasing Ouray Volunteer Firefighter Monthly Pension
 - c. Consideration of Appointing Craig Kaminski to the Ouray Firemen's Pension Board for
9. DISCUSSION ITEMS
 - a. City of Ouray Needs-List for Joint Housing Administration RFP
 - b. Land Use Code Updates to Incentivize Affordable Housing
 - c. Future Agenda Items
10. ADJOURNMENT

P.O. Box 468
320 Sixth Avenue
Ouray, Colorado 81427



970.325.7211
Fax 970.325.7212
www.cityofouray.com

City Administrator
Report for July 1, 2024 City Council
Period: June 17 to 28, 2024

Parks & Trails Master Plan Strategic Plan:

A draft Parks & Trails Master Plan Strategic Plan has been provided to the City from DHM. I am currently reviewing and plan to have this on the July 15th Council meeting for adoption.

Parks & Recreation Director Position:

Joe Brown of Grand Junction has accepted the position and will begin on August 1, 2024.

Administrative Assistant Position:

Melissa Martin of Ridgway has accepted the Administrative Assistant position and will begin on July 15, 2024.

Wayfinding Signage Request for Proposals:

The Request for Proposal for the Wayfinding Signage was released last week. Bids are due on July 12th at 4:00 pm at the City Offices. I plan for the draft agreement to be on the August 5th Council meeting for contract award.

Fellin Park Stage Update:

The Sound Engineer was in the park last Thursday to conduct testing. Luckily most of the tests were completed during the day, prior to the rain, through the assistance of the MAMS equipment. KEOstudioworks expects the sound results within the next couple of weeks and this will help finalize the exact location. Once this is received we will conduct a Council Work Session for final location determination.

Parking Study:

The Parking Study will begin next Wednesday, July 10. The study will include two days of drone flight above our streets. We will make people aware of the flight

Geothermal Legal Addendum with Hotels & Potential Heat Exchanger:

I received the potential legal addendum to allow the heat exchanger between OX2 and OX6. I will review in detail this week. ME&E has begun a layout of the heat exchanger building and exchangers for your future consideration.

Ouray Police Department City Council Report

JUNE 2024

New Officer:

The Ouray Police Department is still seeking a full time Officer. The position is being advertised via social media websites and also on the Colorado Police Officer Standards and Training (POST) website.

In Car Cameras

The Ouray Police Department has had the Axon in-car camera installed in the newest patrol car (Chevy Trail Boss). The Axon in-car camera for the new officer's patrol car has arrived and will be installed in the old Chevy Tahoe.

Music In the Park

As of this report there were no issues during the music in the park festival.

Ouray Police Department Audit

The members of the Ouray Police Department met with the auditor and completed their interviews. The auditor was shown the Police Department and Evidence Room. The auditor requested also requested the following:

Annual reports for each of the past three years plus any current department status reports, A list of each department member by name, rank, time on the department and sworn time in other departments (to include reserve officers), Last three years plus current year budget, List of grants for each individual year of the past three years plus current year, The current Patrol Schedule, Number of Officers who have separated from the department for each of the past three years plus current year and reason for each departure, Number of Part One crimes for each of the past three years plus current year, Number of Motor Vehicle Accidents for each of the past three years plus current year, Number of citations (traffic and criminal) for each of the past three years plus current year, Number of Arrests for each of the past three years plus current, Number of criminal cases investigated for each of the past three years plus current (how many cases were assigned for follow-up investigation), Number of Code enforcement citations for each of the past three years plus current, Number of animals impounded for each of the past three years plus current, Number of Internal Affairs cases for each of the past three years plus current year, what type of policy violation for each and disposition, Number of road miles in the town of Ouray Population changes for the past three years and future expected population changes, Has the town limits increased in the last three years - what is the actual size of Ouray, What is the department hiring process for a new police officer, A listing of annual planned community events either by the Town (that requires a police presence) or done by the police department, and A listing of police vehicles by type, whether they are marked or not, and mileage of each vehicle for the audit.

Calls for Service and Self-initiated calls

		At the time of this report
Total calls responded to	395	
Directed Patrols	170	
Parking Problems	32	
Security Checks	11	
Agency Assists	6	
Traffic Stops	2	
Vehicle Accidents	6	
Welfare Checks	2	
Disturbance	0	
Family Fights	1	

**Ouray Police Department
Interim Chief G. Ray**

Fire Department Report for June, 2024

4 Training opportunities held in June

Currently have no extreme fire danger within the county. Keeping an eye on any changes

July 4th Activities in the works. OFD biggest issue is the excessive water balloon activity during the parade.

Calls for May:

6/1	Elevator Malfunction	7 ffs	1hr
6/8	MVA	5 ffs	1 hr
6/12	MVA	3ffs	1hr
6/13	Elevator Malfunction	8ffs	1hr
6/17	Smoke	8ffs	1hr
6/23	Smoke showing	4ffs	1hr
6/24	Unattended campfire	5ffs	1hr

Public Works June 2024 Update

Water

- Water Usage Numbers for May:
 - Influent (Water from spring) – 59,895,712 Gallons
 - Effluent (Water to town) – 19,216,191 Gallons
 - Hydro Plant – 6,633,139 Gallons
 - Mineral Farms – 420,400 Gallons
- Continued to monitor and sample chlorine residuals at the two entry points of the distribution system. The City has been in compliance and meeting all CDPHE requirements.
- City crews exposed and checked all PRV's prior to the water tie in related to the new Water Treatment Plant. Spare parts were stocked in the service truck and the crew was ready for any issues we may have experienced due to the tie in.
- Labeled and stuffed envelopes for the mailing of the Consumer Confidence Report (CCR). Colorado Department of Public Health and Environment (CDPHE) requires us to send this report to customers yearly. A copy has also been submitted to the CDPHE portal.
- Multiple water turn on requests for the summer season.
- Repaired broken cable on the existing water tanks.
- Submitted mandated quarterly report to CDPHE on the progress of the new Water Treatment Facility.
- Aslan Construction continues to work on the new Water Treatment Facility. The water tie in for the new Water Treatment Facility has been complete. Water is now flowing to the new plant but is being bypassed around the filtration system as work continues to be done. Filter Tech has been onsite working on process piping and the configuration of the filtration skids. Chemical process piping continues inside the building along with a lot of electrical work. Fiber instillation is scheduled for the week of June 24th

Sewer

- Aslan Construction continues to work on the new Wastewater Treatment Facility. The perimeter drain has been installed and backfilled. Site grading and backfilling around the building is ongoing. Aslan is preparing for the sidewalk concrete pours that will be taking place soon. Process piping continues to be installed throughout the plant with a lot of focus currently in the solids room. The masonry waterproofing is complete and siding is scheduled to start going up beginning in July.
- Public Works completed multiple sewer taps this month for new construction.
- Continued to clean head works three times daily.
- Continued to skim lagoons of debris as needed.
- Continued taking wastewater samples on a weekly basis.

Streets/Miscellaneous

- Onsite meeting with Western Stream Works to discuss maintenance of the Uncompahgre River. We are currently working on developing operating procedures for the removal of sediment build up in the river. The plan is to have set bench marks and elevations that determine when sediment is to be removed. This will ensure the proper amount of sediment is removed and not over excavated like it has been in the past. Removing the proper amount of sediment will keep the banks of the river from eroding. The river maintenance was never intended to prevent flooding, it was meant to prevent bank erosion and to ensure bank stabilization along the Uncompahgre River.
- Water and grade roads in preparation for Mag Chloride application on City streets.
- Mag Chloride application on City streets June 4th and 5th.
- Finished painting yellow curbs along HWY 550 (Main St).
- Installed speed bumps on Oak St.
- Placed traffic calming devices for the Police Department along Oak St.
- Repaired John Deere lawn mower for the Parks Department.
- Clean out drainage pit at Fellin' Park.
- Replaced burned out light bulbs on 9th Ave and Main St.
- Leaking frost free hydrant at Dog Park, the water has been shut off and a replacement hydrant has been ordered.
- Participated in interviews for the Parks and Recreation Position.

Parks Reports for June 2024

Parks & Facilities Maintenance

Daily rounds (Trash, Bathrooms)
Daily watering of the flowers
Weekly mowing of the parks
Weekly water reading at the Wiesbaden
Monthly state pool discharge reading
Monthly state discharge samples
OX2 weekly reading
Helped with flowers
Gardner helped OBC
Replaced broken door knob at visitor center
Repaired broken sprinkler heads at Fellin park
Installed new water line to cooler at city hall
Replaced fan at visitor center
Bases at 60' and 70' at Fellin park
Repaired toilet at Box Cañon
Changed lock on the door at city hall
Prepped area at Box Cañon for new ramp
Installed new ramp at Box Cañon
Trim behind City Hall by generator
Repaired some flags on Main St
Removed 2 trees at N/E bathroom
Removed large tree at Rotary Park that did not come back this year
Repaired women's bathroom door at city hall
Installed new door/sidelight at Box Cañon
Helped out a bit with MAMS
Put down some class 6 road base by bathrooms at Rotary Park

Parks Activities Coordinator

Main ideas and efforts to get started

- Outreach to find interest in community
- Making successful programs that are attended
- Partnering with existing organizations
- Helping with existing programs

Activity in June

- Met with Neighbor to Neighbor seniors and they are very interested in City sponsored programs. Will start programs in July
 - Geology Field trip
 - Hydro plant trip
 - Chair yoga
 - Morning pool visit
 - Ouray School is willing to support us with transportation

- Looking forward to meeting new Parks Director- Joe
 - Waiting on him to start working together
- Working with Autumn to start public outreach and announcing activities
- Hope to start a youth hiking group with Voyager in July
- Ouray School interested in after school hiking and activities in Fall

Activity in May

- Accepted job in late April
 - Completed onboarding with HR
 - Have City phone and computer on the way
- Met with PARC committee
 - Working on Softball program hand off from Tricia
 - Brainstormed ideas for future programs
- Met with Tod Loki, OSD Superintendent
 - Brainstormed potential programs for students
 - Will connect with PATT
 - Emailed teachers for ideas
- Met with Voyager leadership
 - Discussed collaborating on various programs
- Met with Autumn B. regarding outreach and promoting activities
 - Many options available
- New Program Ideas
 - Learn to Fly Fish
 - Contacted Rigs
 - Contacted Ridgway State Park
 - Hiking Groups
 - Weekly Hiking Groups
 - Women's Hiking Group
 - Youth Hiking Group
 - Dinosaur prints hiking days
 - Nordic Skiing Program
 - Learn to Ski or Snowboard
 - Pick up activities
 - Basketball
 - Volleyball
 - Kickball

Possible facilities improvement requests

- Basketball Court
 - Patch water damage with concrete patch
 - Install volleyball post mount holes
 - Ouray School will donate poles and net
- Sand Volleyball court?
- Foursquare lines on basketball court

Visitor Center

- **Volunteers returned beginning on 6/2**
- **Ordered more Ouray pins**
- **Ordered Ouray patches**
- **Received more Telluride Visitor Guides**
- **Requested more Box Canyon rack cards**
- **Loren was out for 2 weeks with Covid**
- **Mary went on vacation from 6/7-6/15**
- **Staff took care of up to 200 people a day**
- **Staff updated restaurant guides**
- **Linda left for vacation on 6/20**
- **Mary G filled in for Mary P on 6/7 and 6/14**
- **Linda filled in for Mary P on 6/8 and 6/15**
- **Mary P filled in for Linda on 6/23**
- **Mary G filled in for Linda on 6/30**
- **Mary P rearranged and organized the storage room**
- **Bulk ordered cookies**
- **Staff collectively helped 3 full tour buses**
- **Scheduled July Jeep tour for staff and volunteers**



Website: KRW-Associates.com

Lorne Kramer, MPA – Jerry Williams, DPA - Lynn Johnson, BA

June 24, 2024

Mr. Silas Clarke, City Administrator
City of Ouray
PO Box 468
Ouray, CO 81427

RE: Recruitment and Selection Process Proposal for a new Chief of Police

Dear Silas,

We appreciate the opportunity to convey our interest in assisting the City of Ouray (City) with the recruitment and successful placement of a new Chief of Police. Enclosed please find a proposed agreement from KRW Associates LLC (KRW), that we believe meets your criteria to not only recruit highly qualified candidates, but to eventually succeed in the selection and placement of the very best candidate for your community.

Based on our professional experience and educational credentials, we believe that we are extremely well suited to assist you with this assignment. In addition to being experienced executive search consultants for the past 17 years, we have professional backgrounds as city managers, police chiefs and law enforcement executives. KRW has contacts and professional friendships with highly qualified municipal and county executives in the intermountain region and throughout the country. We've also conducted several highly successful recruitments for the City of Ouray and would appreciate the opportunity to continue working with your City Council members and professional staff.

KRW has earned a reputation of being "values-based" with a strong commitment to our client's interest and ensuring the search process results in a diverse pool of qualified applicants. Very few search firms have the combination of professional and consultant backgrounds.

The attached agreement provides detailed information regarding the proposed process, project fee, warranty and references. If you or your staff have any questions, they can contact me directly at (719) 310-8960, or chiefcos@aol.com.

Sincerely,
Lorne C. Kramer
Managing Partner, KRW Associates, LLC

PROPOSAL

Recruitment and Selection of Chief of Police City of Ouray, CO June 24, 2024

A. Introduction

KRW Associates, LLC (KRW) is a Colorado Corporation headquartered in Arvada, Colorado, with additional offices in Denver, Colorado and Goodyear, Arizona.

Address: PO Box 2263, Littleton, CO 80161

Email: info@krw-associates.com

Direct contact: Lorne Kramer, MPA

KRW Managing Partner

Phone: (719) 310-8960

Email: chiefcos@aol.com

B. Experience and Qualifications

1. Description of KRW

KRW is recognized as experts in all aspects of public safety and in recruiting public safety executives. The combined public safety experience of our three principals is 112 years. We have decades of public sector executive experience as practitioners and a background of successful executive placements around the country. This experience, combined with the highest level of graduate public administration education, makes for energetic, enlightened, and reliable expertise that extends throughout the United States. We know how and who to recruit for an open position based upon the needs and expectations of the hiring authority.

KRW uses a tiered ranking process to present all candidates to the appointing authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for clients to make an informed decision while maintaining quality and credibility. We understand the job and the needs of the hiring authority. We provide advice and support regarding important candidate information and the final negotiation process. Because of our extensive relationships and contacts, we are confident we will identify and bring only quality candidates worthy of consideration for this opportunity to serve the City of Ouray as your next Chief of Police. Recent executive searches conducted by KRW resulted in excellent responses and attracted highly qualified candidates. ***Ninety percent of our placements are still in the job or have tenure of at least five years.***

The KRW team, comprised of three managing partners and ten associates, has been operating since the LLC's establishment in 2007, with years of additional consulting experience and expertise with the G.L. Williams Group LLC in conducting governmental consulting work. The principals of KRW Associates, LLC have served a variety of towns, cities, counties, institutions of higher education, and other entities with successful executive searches and have accomplished successful placements of many executive level positions, including Police Chiefs, Fire Chiefs, Executive Directors, Public Works Directors, Community Development Directors, County Attorneys, and City/Town/County Managers. In addition to executive recruitment, KRW Associates, LLC provides a variety of other services including organizational assessments and audits, training solutions, strategic planning, and team-building workshops. KRW brings the expertise of our partners to every project as well as the experience of other qualified associates, as necessary.

KRW focuses directly on the needs of the client. We will ensure our full understanding of your expectations and our recruitment and selection strategy will reflect that understanding.

The Managing Partners of KRW are proud to work directly with the City to ensure the highest quality and consistency in this process. You will experience unparalleled access to our team of professionals who will guide and advise you through this process so that you make the best possible placement choice for the City of Ouray.

2. KRW Staff Members Assigned to the Police Chief Search Project

- **Lorne Kramer, KRW Managing Partner** - will direct the project and will be in personal contact with the hiring authority at every step of the process.
- **Mark Collins, MPA, KRW Senior Associate** - will take a lead role as co-project director and will be directly involved in recruitment, selection and due diligence.
- **Jerry Williams, DPA, KRW Managing Partner** - will be directly involved in recruitment, selection and due diligence and will assist the hiring authorities as needed.
- **Lynn Johnson, BA, KRW Managing Partner** - will serve as our subject matter expert in this process and will assume a prominent role in candidate selection, interviews, and due diligence.
- **Ms. Gina McGrail, KRW Senior Associate** - will serve as a technical expert and member of our team.

The detailed biographies of the KRW team follow:

Lorne C. Kramer, MPA
Police Chief/City Manager (Retired)
Former President, Police Executive Research Forum (PERF)
and Colorado Association of Chiefs of Police
Managing Partner, KRW Associates, LLC

Lorne Kramer served as the City Manager of Colorado Springs, Colorado from 2002 to 2007, a municipality of over 400,000 people. Prior to this appointment, he was the Deputy



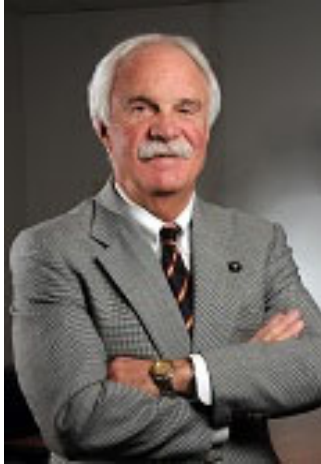
City Manager and the Police Chief for 11 years. During his years as City Manager, Mr. Kramer was successful in reorganizing municipal operations; addressing fiscal shortfalls; orchestrating the successful passage and implementation of the Public Safety Sales Tax initiative focused on increased public safety projects throughout the city; gaining citizen support for the Rural Transportation Authority; implementing the Storm-water Enterprise and enhancing the Development Review Process.

While the Chief of Police, the Colorado Springs Police Department received national recognition for many progressive and innovative programs and accomplishments in the areas of crime reduction, gang violence and community partnerships. He was both President and Vice President of the national Police Executive Research Forum (PERF) and President of the Colorado Association of Chiefs of Police. He was appointed by the Governor of Colorado to the Peace Officer Standards and Training Board (POST) and the Drug Control Systems Board.

His academic accomplishments include a master's degree in Public Administration from the University of Southern California, and a bachelor's degree from the University of Redlands, California graduating with honors from both institutions. He is also a graduate of the University of Southern California's Management Policy Institute, California's Law Enforcement Command College, the National Executive Institute and the Rocky Mountain Leadership Institute. Mr. Kramer is the former Executive Director of the Colorado Springs Leadership Institute.

Jerry Williams, DPA
Police Chief (Retired)
Past Director, Executive Leadership Master's
In Criminal Justice, & Associate Professor, University of Colorado Denver
Managing Partner, KRW Associates, LLC

Dr. Williams spent over 20 years as a public sector executive, as well as program director key policing leadership programs at three nationally recognized universities. Dr. Williams has over 30 years of experience in the criminal justice field and has served as police chief in Arvada and Aurora, Colorado. Dr. Williams was a graduate of the FBI's National Academy (114 Session.)



Dr. Williams is a Past President of the Police Executive Research Forum (PERF) and former Chair of the National Commission on Law Enforcement Accreditation. Dr. Williams was a member of the National Institute of Justice series Perspectives on Policing held at the John F. Kennedy School of Government, Harvard University. Williams is a former Principal Associate for the Institute for Law and Justice, a public sector criminal justice consulting firm located in the Washington, D.C. area.

Jerry has held Executive Director and faculty positions at three universities, the Blackwood Law Enforcement Management Institute of Texas at Sam Houston State University, the Administrative Officer Management Program at North Carolina State University, and the Executive Leadership Master's Program at the University of Colorado Denver. In 2009, Dr. Williams was a panel member in the University of Denver's Strategic Issues year long program entitled Architecture for Immigration Reform: Fitting the Pieces of Public Policy.

He has been involved in executive search consulting since 2001. He holds a DPA from the University of Colorado Denver, a master's degree in Criminal Justice from the University of Colorado Denver, and a BA in History and Sociology from Metropolitan State University of Denver.

Lynn Johnson, BA
Deputy Chief (Retired)
Managing Partner, KRW Associates, LLC

Lynn Johnson has over 42 years in law enforcement; 20 years at the command and executive level. Lynn retired from the Arvada Police Department in 2016 as a Deputy



Chief of Police, having served as Chief in both Operations and Administration Divisions. Lynn began his career in 1974, serving in a variety of assignments including Patrol, Traffic, Investigations, Drug Enforcement, and Internal Affairs. During his career Lynn has supervised or managed Police Records, Property and Evidence, Police Communications, SWAT, and Accreditation. Lynn has a bachelor's degree in Political Science from Fort Lewis College. Lynn is a graduate of the 204th session of the FBI National Academy and the 24th session of the Drug Enforcement Administration National Training Institute. Additionally, Lynn attended The Senior Management Institute for Police and is a graduate of Harvard University's Kennedy School of Government, Senior Executives in State and Local

Government Program in 2007. Lynn is a graduate of the Leadership in Police Organizations course and instructed the Organizational Leadership portion of the course. Lynn served as the Chairman of the Jefferson/Broomfield Emergency Communications Authority for 8 years and served on the Jefferson County Community Corrections Board. Lynn served as the Interim Chief of Police in Durango Colorado for six months after his retirement from The Arvada Police Department.

Mark Collins, MPA
KRW Senior Associate

Mark is a KRW Senior Associate and has over 25 years of experience as a City Manager, Town Manager and County Manager in Colorado and Wyoming. Mark most recently



served as the County Manager in Routt County, CO. He was the first City Administrator in Sheridan and the City Manager in Laramie Wyoming. Previously he served as the City Manager in Gunnison Colorado for ten years and the Town Manager in Grand Lake Colorado for four years. Additionally, he served ten years as an Associate Vice President for Administration at the University of Wyoming. He holds an MPA in Public Administration, an MS in Geography and Parks/Recreation Administration and a BA in History. He is a Certified Public Manager and is an Adjunct Professor at the University of Wyoming and the University of Colorado-Denver. He currently teaches graduate classes in Human Resources and Strategic Management and facilitates numerous strategic planning

retreats for local communities.

Gina McGrail. BA
KRW Senior Associate

Gina McGrail joined KRW Associates following her 27-year career with the Fire and Police Pension Association of Colorado (FPPA). From 2006 until her retirement in 2017, she served as FPPA's Chief Benefits Officer (CBO) and led the teams responsible for benefits administration, the Department Chief election process, communications, member and employer education and affiliations. In this role, she was also



involved with advising the Executive Director and the Board of Directors on matters related to benefit plan design and implementation, strategic planning, the annual legislative proposals and rulemaking initiatives. As CBO, she served on and led the Self-Directed Plans committee and was the liaison for the record keeper for all DC plans. She has led and participated in search processes for executives, staff, contractors, and vendors. Prior to joining FPPA, she worked in insurance and banking. Gina earned a bachelor's degree from the University of Northern Colorado, and two associate degrees from Northeastern Junior College. She is also a graduate of the Special Districts Association Leadership Academy. Gina holds the designation of Certified Employee Benefits Specialist (CEBS) from the International Foundation of Employee Benefit

Specialists from the Wharton School, University of Pennsylvania.

3. Similar Projects Completed

The principals of KRW Associates LLC have served a variety of towns, cities, counties, and other entities with successful police chief searches and placements for many years. Additionally, our experience in successful executive search encompasses other executive-level positions such as City Managers, Executive Directors, Public Works Directors, County Attorneys, Community Development Directors and Fire Chiefs. We believe that no executive search firm knows Colorado cities and towns, as thoroughly and personally as our firm. We are uniquely qualified to perform a recruitment and selection process for your Police Chief position. In conjunction with City officials, we have the capability to take this process from the announcement stage through the final selection and reference checks of candidates. KRW is a local firm, headquartered in Arvada, Colorado with offices in Denver, Colorado and Goodyear, Arizona. Due to low overhead and travel costs, our fees are typically more competitive than other firms. We have contacts with police chiefs throughout the nation and can solicit their cooperation and support with our processes. This helps us to attract quality candidates. We can also advise you with important candidate information, as well as the final negotiation process. Included in this proposal, please find several items: 1) biographical information; 2) project cost estimate sheet; 3) a sample client list; and 4) a list of recent successful recruitments and placements. Hopefully, these items provide the information needed to make an informed decision.

The cost of this project is **\$18,000.00** which covers consultant fees and most direct consultant expenses. Our fee includes all phases of the project: administration, the recruitment and selection process; the assessment and background checks of candidates; and the final recommendations and notifications.

Regarding a process for the Ouray Police Chief, we envision a schedule and timetable which would progress as quickly as possible once the process and a letter of agreement is approved. Mr. Lorne Kramer and Mark Collins, each with decades of experience, will personally handle your project. Dr. Jerry Williams and Mr. Lynn Johnson, KRW Managing Partners, will also be firmly committed to the project. Other KRW Associates with subject matter expertise will also assist in the search and process.

C. Recruitment Process

KRW has an established recruitment protocol which has been successful for many years. Working with the City Administrator and/or other liaison as directed, KRW would follow this process:

1. KRW will meet and/or conference call with the City Administrator to develop a profile for the position announcement.
2. Based on this information, KRW will draft the position announcement that describes the position, the community, and the requirements of the position.
3. The draft posting advertisement will be submitted for approval, and subsequently KRW will post the announcement with professional associations and publications and utilize national channels as described below, for a minimum of 30 days. Local and national sites which include diversity of potential applicants is a focus.
4. Candidates will be directed to submit application materials to KRW Associates electronically.
5. During the posting period, KRW will evaluate applicant resumes as well as perform outreach to contacts and solicit potential suitable candidates.
6. At the close of the posting period, the applicants will be ranked in three "tiers" (Tier 1a", "Tier 1b." etc.), based on background, credentials, experience, and qualifications, in descending order for review with the City Administrator and develop a list of "semi-finalists" candidates (generally 8-10).
7. KRW will conduct a due diligence process on the semi-finalists that includes zoom interviews of the candidates and provide a comprehensive report to review and consider before selecting the finalists. The interview questions will be designed and tailored by KRW to elicit responses to issues relevant and timely for the client.
8. KRW will meet and/or conference with the Administrator and designated City officials to discuss candidates and select four to six finalists.

9. KRW will conduct a thorough national background inquiry including reference checks on the finalists, verification of educational credentials, work history, general conduct, legal history, and social media activity. If there have been any position changes over the past 5-10 years which were not considered promotions, KRW will research and provide details on the circumstances of the change.
10. KRW will work with the Administrator in designing the assessment/interview process and assist in organizing candidate visits. The specific process will be discussed with City leaders, but may include field tours, staff interactions, as well as a community reception and formal panel interviews.
 - a. Details of this phase are flexible and will be consistent with discussions with the Administrator.
11. KRW will administer the assessment/interview process on site and assist with final candidate deliberations.
12. KRW will, at all phases of the recruitment and selection process, provide notification to all candidates not selected as finalists for the position.

D. Recent Successful Recruitments and Placement

The following is a list of recent successful placements. Contact information is available upon request.

Johnstown Police Chief; Silverthorne Police Chief; Estes Park Police Chief; Louisville Police Chief; Eagle Town Manager; Glenwood Springs City Manager; Fort Collins Police Chief; Routt County County Manager; Fort Morgan City Manager; Fort Morgan Police Chief; Blackhawk Police Chief; Canon City Police Chief; Windsor Police Chief; Ouray Town Administrator; Glenwood Springs Police Chief; Alamo, Texas College District Chief of Police; Idaho Springs Police Chief; Sterling City Manager and Summit County Public Works Director.

E. Scope of Work, Key Steps, and Schedule

- **July 2024** - Finalize letter of agreement and project details. Lorne Kramer and Mark Collins will be the project managers from KRW Associates.
- **July 2024** - KRW will conference with the City Administrator and HR Manager to determine the skills, attributes, education, and experience required for the position. KRW will then prepare a candidate profile for approval by the Administrator.
- **Late July 2024** - The opportunity will be posted on the KRW and City of Ouray web sites. The position will also be advertised for a minimum of 30 days regionally and

nationally in professional publications/websites such as PERF, ICMA, IACP, NAS, CACP, CML, HAPCOA, NAWLEE, and NOBLE¹.

- **August 2024** - All applications will be submitted electronically to KRW through its website. Applications will consist of 1) cover letter, 2) current resume, and 3) six professional references.
- **Late August 2024** - KRW will thoroughly screen all applications and rank the resumes in three “tiers” (Tier 1a”, “Tier 1b”, etc.), based on credentials and qualifications, in descending order for the Manager’s review.
- **Early September 2024** - KRW will confer with the Administrator to select the semi-finalists. This will essentially be a review of the qualified applicants and narrowing the group down for the next step. KRW will conduct the due diligence screening (telephone interviews, media searches, etc.) of selected semi-finalists and research applicable qualifications. Any supplemental questions important to the City could be included at this stage. KRW will produce a detailed report on the due diligence conducted and a recommended list of finalists to the City Administrator. Once finalists are selected, KRW will then conduct further due diligence including a national criminal background, social media and reference checks for the top candidates.
- **Late September/ Early October 2024** - Assessment process in Ouray for the finalists. KRW will assist with coordinating and facilitating a community welcoming reception for finalists the afternoon/evening prior to the day of interviews. KRW will design interview questions for the panels (*to include a panel of peers from the local law enforcement community*), train panelists, and facilitate the various aspects of the interview process. As outlined above, this phase of the project is flexible and will be determined during discussions with the Administrator and key staff members.

We would like to underscore the scope of work for *KRW Associates LLC* would include assistance with recruiting and selection, including advertisements, e-mail and telephone solicitations, resume evaluation and screening, national background checks, media searches, the preparation and presentation of recommended final candidates, the development and facilitation of an assessment process for finalists, notifications of candidates, and reference checks. Reference checks typically include telephonic interviews with references. Site visits are not a normal part of the process for reference checks. There is no psychological testing or assessment included in this proposal.

There are no hidden fees or costs. We work thoroughly and quickly, and do not believe in unnecessarily prolonged executive searches. We will help you get this project successfully completed in a timely manner.

¹ PERF, Police Executive Research Forum; ICMA, International City Managers Association; IACP, International Association of Chiefs of Police; NAS, National Association of Sheriffs; CACP, Colorado Association of Chiefs of Police; CML, Colorado Municipal League; HAPCOA, Hispanic American Police Command Officers Association; NAWLEE, National Association of Women Law Enforcement Executives; and NOBLE, National Organization of Black Law Enforcement Executives.

WARRANTY: KRW is confident of their capacity to produce a quality group of candidates and ultimately the selection of the right person for the position. In the event the person selected by the City does not complete at least 12 months in the position due to performance issues, or resigns voluntarily during that period, KRW will complete a follow up process charging only for travel and related expenses.

Thank you for considering our offer of assistance.

Sincerely,

Lorne C. Kramer
Lorne C. Kramer
Managing Partner
KRW Associates LLC

AGREEMENT

Signed: _____

Signed: _____

Date: _____

Date: _____

Silas Clarke
City Administrator
City of Ouray, Colorado

Lorne C. Kramer
Managing Partner
KRW Associates LLC

PROJECT COST ESTIMATE SHEET

THE CITY OF OURAY, COLORADO – 2024

CHIEF OF POLICE - RECRUITMENT AND SELECTION PROCESS

Oversight and administration of executive search process	\$11,500.00
Includes overall project administration; conducting meetings with the City Administrator; preparation of the ideal candidate profile for advertising; potential candidate outreach; reviewing and screening resumes; telephone and e-mail follow up; due diligence on semi-finalists; recommendations to the City Administrator; development of candidate finalist lists; and reference checks, national criminal background checks on finalist candidates.	
Assessment System	\$4,000.00
Includes use of all custom written materials, research support materials, training, and process administration of exercises to Police Chief candidates/finalists. Exercises may include structured interviews with staff, peer panel and community members as well as presentation exercises.	
National Background and Social Media Investigation.....	\$1000.00
Assessor training included in set fee	No charge
Final Candidate orientation included in set fee.....	No charge
Travel.....	\$1,500.00
Meals	No charge
Copying/Printing of Assessment Materials	No charge
TOTAL CONSULTANT COSTS FOR PROJECT	\$18,000.00

Costs of advertisements posted to professional websites and job boards or other expenses related to candidates will be the responsibility of the City of Ouray. In addition, the City will bear the cost of candidate travel and lodging, if necessary.

All work to be performed by *KRW Associates LLC* Principal Partner, Mr. Lorne Kramer, Senior Associate Mark Collins with assistance from other qualified professionals.

SAMPLE LIST OF PREVIOUS CLIENTS

EXECUTIVE SEARCH, ORGANIZATIONAL ASSESSMENTS, AND TRAINING LOCATIONS

ALAMO COLLEGES DISTRICT (TX)
CITY OF AMARILLO (TX)
CITY OF AVON (CO)
TOWN OF BAYFIELD (CO)
CITY OF BOULDER (CO)
CITY OF BRECKENRIDGE (CO)
CITY OF BRIGHTON (CO)
CITY AND COUNTY OF BROOMFIELD (CO)
CITY OF CASTLE ROCK (CO)
CITY OF COMMERCE CITY (CO)
CITY OF CRAIG (CO)
CITY OF DELTA (CO)
CITY OF DILLON (CO)
CITY OF DURANGO (CO)
TOWN OF EDGEWATER (CO)
EL PASO COUNTY, (CO)
CITY OF ENGLEWOOD (CO)
CITY OF EVANS (CO)
CITY OF FERNDALE (MI)
CITY OF FORT COLLINS (CO)
CITY OF FORT LUPTON (CO)
CITY OF FRISCO (CO)
CITY OF GEORGETOWN (CO)
CITY OF GLENWOOD SPRINGS (CO)
CITY OF GOLDEN (CO)
TOWN OF GRANBY (CO)
CITY OF GRAND JUNCTION (CO)
CITY OF GREENWOOD VILLAGE (CO)
CITY OF JACKSON (WY)
JEFFERSON COUNTY (CO)
JOINT POWERS WATER BOARD (WY)
CITY OF LARAMIE (WY)
CITY OF LONE TREE (CO)
CITY OF MANITOU SPRINGS (CO)
CITY OF MILLIKEN (CO)
CITY OF MONTE VISTA (CO)
TOWN OF MONUMENT (CO)
TOWN OF MORRISON (CO)
CITY AND COUNTY OF MONTROSE (CO)
CITY OF MOUNTAIN VIEW (CA)
MESA COUNTY (CO)
PITKIN COUNTY (CO)
PUEBLO COUNTY (CO)
CITY OF SHERIDAN (WY)
CITY OF SILVERTHORNE (CO)
SOUTH METRO FIRE DISTRICT (CO)
CITY OF TELLURIDE (CO)
CITY OF TRINIDAD (CO)
TOWN OF WELLINGTON (CO)
CITY OF WHEAT RIDGE (CO)
TOWN OF WINDSOR (CO)

RESOLUTION NO. 10 (SERIES 2024)

A RESOLUTION OF THE CITY OF OURAY INCREASING THE MONTHLY PENSION FOR OURAY VOLUNTEER FIRE DEPARTMENT RETIREES.

WHEREAS, the Fire Pension Board meets annually to oversee the City's Fire Pension fund and make appropriate recommendations to the City Council; and

WHEREAS, currently, retirees receive \$90/month and spouses of retirees that have passed away receive \$45/month, and firefighter qualifies for retirement benefits if they have actively served on the department for 20 years or more and are a minimum of 50 years old; and

WHEREAS, the last time the monthly benefits were increased was on January 1, 2012 when the benefit was increased from \$60/month to \$90/month; and

WHEREAS, a special actuarial study (attached here) was completed by the Fire & Police Pension Association in May, 2024 on the Pension Fund to determine the validity of any possible changes; and

WHEREAS, the Ouray Pension Board had a special meeting on June 26, 2024 to review the special actuarial study and determined that an increase can be made in the monthly benefit and is supportable with existing funds and conditions; and

WHEREAS, on June 26, 2024, the Pension Board voted unanimously to recommend to the City Council to increase the monthly payment to \$200/month to retirees (or \$100/month for surviving spouses); and

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF OURAY, COLORADO, THAT:

The City Council hereby increases the monthly pension for Ouray Volunteer Fire Department Retirees to \$200, designated as Plan C in the Actuarial Study, on July 1, 2024

THIS RESOLUTION was approved and adopted the 1st of July, 2024, by the Mayor and Council of the City of Ouray, Colorado.

CITY OF OURAY, COLORADO

Ethan Funk, Mayor

ATTEST:

Melissa M. Drake, City Clerk

Future Agenda Items/Work Sessions

- Land Use Code Affordable Housing Density Bonus
- Dark Sky Ordinance
- Huckstering Permit Re-examine Permit and Fees (City Staff owe Council recommendations)
- Additional Fee & Fine Schedules
- Waterview PUD Fines as Outlined in Guidelines
- Alcohol at the pool (Delayed Until Alternative Heat Source Report Decision)
- Workforce & Attainable Housing
- Via Ferrata Agreement (Expires April 30, 2025)
- STR Cap Review